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How Well Are We Getting IT Done?



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February 1, 2006

SCDOT
South Carolina Department of Transportation

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HOW WELL ARE WE GETTING IT DONE?

Problem Statement

Agency Mission and Values

The mission of the South Carolina Department of Transportation (SCDOT) is to provide a safe and efficient transportation system for the movement of people and goods in South Carolina. The agency builds and maintains roads and bridges as well as provides for mass transit services consistent with the needs and desires of the public.

All SCDOT employees agree to abide by the values described by the acronym RIGHT Team. As a member of the team, I do things the RIGHT way!

Respectful and supportive of customers and co-workers

Integrity at all times

Good at what I do, because I am competent and knowledgeable

Honest and fair in all my actions

Teamwork through communications, partnering, and actions

Agency Strategic Plan

The SCDOT/FHWA Strategic Plan for 2006 to 2008 looks at what can be accomplished in 3-5 years. The Executive Leadership has established "Big Rocks" or areas of statewide focus as critical success factors for the agency. There are five Big Rocks – (1) Increase safety on South Carolina's transportation system and within the agency; (2) Continue to maintain and preserve the infrastructure across South Carolina; (3) Excel in customer service, internally and externally; (4) Use resources wisely and efficiently; and to (5) Improve employee development for all employees. A copy of the plan is included in Appendix A.

Project Goal Alignment

The agency plans to “improve internal customer satisfaction by 10%” and has set two goals in this area:

- Develop and conduct internal surveys of two units to assess customer service provided by support areas each year.
- Implement programs to address concerns identified in surveys of support areas within one year of receiving survey results.¹

Information Technology (IT) Services is the largest support area outside of Engineering and plays an important role in helping SCDOT accomplish its mission. The purpose of this project is to answer a question, from our customer’s perspective, “How well are we getting IT done?” In order to measure an improvement with internal customer service, we must first establish a baseline of customer satisfaction and recommend plans to address concerns identified during the research process. This survey will be followed up with future surveys to determine if customer satisfaction with IT Services is improving.

Background Information

IT Services manages the computing, communications and information technology services for the agency. The staff is organized into six service areas: Applications Development, CADD Management, End User Services, Network Services, Operations and Services, and Systems and Technical Support. IT Services provides desktop support for 950 users in the headquarters building and coordinates with the District Information Resource Coordinators (IRCs) to provide support for 2,150 users in the remote offices. The IT Services staff must collaborate with each other and other offices to provide quality IT services to support SCDOT’s mission. The IT Services newsletter is included in Appendix A for more information.

¹ South Carolina Department of Transportation. (2005). *SCDOT/FHWA Strategic Plan 2006-2008*.

Data Collection

Data Goals

Quality Customer Service is a mandatory course for all employees. It focuses on communication skills that enable employees to interact more effectively with the public in a courteous and professional manner. The materials include a letter from Elizabeth Mabry, SCDOT Executive Director, in which she states,

Since the SCDOT touches every citizen of South Carolina in some fashion every day, the provision of quality customer service is of vital importance to us. Treating our customers with courtesy reflects positively on you and enhances the image of SCDOT.²

While the public is the primary customer for most employees, computer users are the primary customers for IT Services. The goals are to collect an adequate data sample to establish the baseline of customer satisfaction with IT Services and to recommend changes to address the concerns identified.

Data Collection Methods

One ground rule for business research is to “never use only one information-gathering technique.”³ I utilized two techniques: a survey and personal interviews. Both methods have their advantages and disadvantages. Surveys enable the collection of a large amount of data rapidly. Interviews allow the collection of more detailed comments and help build rapport. Surveys often do not provide the opportunity for people to explain their ratings and with interviews people may not be totally candid.

² Midlands Technical College. (2000). *SCDOT: Quality Customer Service*. (Manual).

³ Farr, Rick C., & Timm, Paul R. (1994). *Business Research: An Informal Guide*. Menlo Park, CA: Crisp Publications, p. 14.

Operational Definitions

An operational definition is an output of the quality planning process. It describes what is being measured and how it is being measured by the quality control process.⁴ The survey and interview questions targeted four dimensions of service quality from IT Services: responsiveness, reliability, assurance, and empathy. These dimensions were defined by Dr. Leonard Berry and his colleagues at Texas A&M University in 1988 when they introduced a framework known as the RATER system. They found that customers evaluate service quality on five factors:⁵

- **Reliability** The ability to provide what was promised, dependably and accurately
- **Assurance** Employees are knowledgeable and courteous and are able to convey trust and confidence
- **Tangibles** Physical appearance of facilities, equipment, and people
- **Empathy** Showing customers caring, individualized attention
- **Responsiveness** The willingness to help customers and provide prompt service

I consulted with the other five IT senior managers to develop a survey. Each question on the survey was designed to measure the customer satisfaction with these four dimensions of service quality. I excluded tangibles because it was not as important as the other dimensions.

During the quality planning process for the survey, I established an additional operational definition – computer users who receive services from IT Services. Ultimately, all users receive services from IT

⁴ Heldman, Kim. (2002). *PMP: Project Management Study Guide*. San Francisco: SYBEX, p. 182.

⁵ Zemke, Ron. (2003). *Delivering knock your socks off service*. New York: AMACOM, pp. 9-11.

Services; however, the users in the district and county offices receive desktop PC support from their respective District IRCs. I did not want the users to think they were responding about their District IRCs when the survey was designed to collect data about IT Services.

The quality control process assured that this operational definition was enforced. I entered an electronic survey using the User Feedback Management System, an in-house application for surveys. Most of the questions were written using a five-point scale. One of the application developers programmed the control group for the survey with the user IDs for headquarters. Only surveys meeting this criterion were included. Also, I only allowed one response per user so a few people with strong opinions could not respond multiple times and skew the results. Subsequently, I tested the survey on some users to make sure the questions were worded appropriately. I revised some questions into a neutral fashion so it would not predispose the user to answer a certain way. A printed survey is included in Appendix B.

For the interviews, I used a subset of the survey questions because Dr. Hardy Merritt from the State Budget and Control Board recommended using the KISS principle – Keep It Short and Simple. I used the same operational definitions for dimensions of quality service as the survey. I altered the last operational definition by soliciting feedback from the District Engineering Administrators and their District IRCs since they are also customers of IT Services. I could ensure that the users knew they were responding only about the services received from IT Services. The interview form is included in Appendix B.

Timeframes and Notification

I activated the survey on the agency's Intranet on January 31, 2005. I posted a notice on the agency's Intranet Home Page and sent weekly e-mails to the Headquarter users to remind them about the important of answering the survey. By March 31st, 189 out of 950 users (or 20%) had responded. During December 2005 and January 2006, I scheduled and conducted interviews with forty-one users, including members of senior management, administrative assistants, and IRCs from other organizations.

Data Analysis

Tools Used to Identify Potential Causes

Naturally, there were variations in the ratings given by users for each question. The variations are not the result of unique problems (or special causes). Most variations are the result of common causes. Thus, I used one of the common cause approaches for analyzing the differences: stratification. The data collected from the survey included the User Ids. This enabled me to code each response with the appropriate agency division and whether the information was collected through the survey or an interview. Sorting the responses by these two characteristics provided answers to the following questions:

- Are there differences in level of customer satisfaction between the agency's four divisions: Engineering, Executive, Finance and Administration, and Mass Transit?
- Are there differences between the data collected through surveys versus the interviews?

Unfortunately, the data analysis also revealed where people had rated services that they do not receive. For example, some users from divisions outside of engineering had rated the quality of CADD support when CADD software is not utilized by their office. This same problem occurred with the question about our response to requests for Internet pages for public access as well as other services too. Where it was obvious that this had occurred, I excluded their ratings from the analysis because it distorts the results. For this reason, the data collected during the interviews may be more accurate, but the sample is smaller. This also means that our survey questions need further clarifications for future use.

I used the stratified data to produce Pareto (comparative bar) charts comparing the survey and interview combined results between the divisions for each service quality dimension that was being measured – reliability, responsiveness, assurance, and empathy. In addition, I created charts comparing the results between the survey and interview data. The charts are included in Appendix B.

Major Findings

This project posed the question, “How well are we getting IT done?” from our customers perspective.

The research showed that most users are very pleased with IT Services. Participants rated different service aspects on a scale of 1 to 5. The results are summarized below:

- Out of 950 headquarters users, 230 users (or 24%) participated – 189 users answered the survey and 41 users took part in interviews. These users represented agency’s four divisions: 141 from Engineering (21% of 661 users), 62 from Finance and Administration (28% of 220 users), 43 from Executive (43% of 56 users), and 3 from Mass Transit (23% of 13 users).
- For a population of 1,000 with a confidence level of 95%, minimum sample sizes of 278 and 88 will result in margins of error plus/minus 5% or 10%, respectively.⁶ The margin of error for this research is estimated at 7%.
- The users who participated responded that they contact IT Services at the following rates: 25 daily, 39 weekly, 60 monthly, and 106 less than once a month.
- On all questions using both collection methods, the average was 4.20. The users rated the first question on overall support slightly higher at 4.26. (Charts 1 and 2)
- Engineering, the largest division, consistently rated IT Services lower than the other divisions – Executive, Finance and Administration, and Mass Transit. (All charts)
- The average for the five questions on reliability was 4.16. The highest ratings were for help desk and software troubleshooting at 4.32 and 4.27, respectively. The lowest rating was for ease of use on applications written in-house at 3.82. (Chart 3)

⁶ Rea, Louis M., & Parker, Richard A. (1997). *Designing and Conducting Survey Research: A Comprehensive Guide, 2nd Ed.* San Francisco: Jossey-Bass, pp. 118-120.

- The average for the five questions on responsiveness was 4.12. The highest rating was for borrowing equipment at 4.36. The lowest ratings were for printing problems and enhancement requests to applications supported in-house at 3.99 and 3.97, respectively. (Chart 4)
- The average for the four questions on assurance was 4.33. The highest rating was the quality of the courses taught by the IT Training staff at 4.49. (Chart 5)
- The average for the empathy question asking how well do the analysts appear to understand your business needs was 4.19 for those involved in application development. (Chart 6)
- The averages for the interviews (4.32) were higher than for the survey (4.17). (Charts 7 and 8)
- The survey asked participants when would be the best time to begin scheduled maintenance on the network and/or servers. Most people preferred sometime between 6:00 and 7:00 PM.

The users who participated in the personal interviews had more of an opportunity to elaborate upon why they selected particular ratings. Often, they recounted a particular situation that had occurred with a specific employee – some positive and some negative. Since the participants as a whole gave IT Services good ratings, they provided considerably more positive than negative feedback. In addition, the last question on the survey and interview asked participants to suggest changes that IT Services could make to improve service. They provided a long list of suggestions for IT Services to consider and act upon. I summarized the comments in Appendix C. Given the sensitive nature of these comments, I edited them to remove the names and references to specific employees. Many participants expressed appreciation for soliciting their opinions. This, in itself, helped improve their attitudes toward IT Services.

The research identified the following concerns:

- Discourteous and/or unprofessional behavior from a few employees reflects upon everyone.
- Some Help Desk tickets are closed out when the work is not totally complete.
- Users don't know the status of their requests (Help Desk, Application Development, Web, etc.).

- Users would like to know when they can expect a resolution to their problem.
- IT Services does not have a unified presence on the Intranet designed for the users.
- Quite a few users asked “Why doesn’t IT Services have an Intranet Help Desk system?”
- Every time IT reconfigures a PC, the resources move. The users have to remap resources.
- There are too many stovepipe systems that don’t feed into each other.
- Mainframe applications are not user friendly, like the Windows or web-based applications.
- IT Services does not have enough staff to handle the workload.
- IT Services needs to improve communications and coordination with users and internally.
- One user summed it up well with this comment: “SCDOT is in the business of maintaining and building highways, not building and maintaining computer networks. Serve your customers.”

Potential solutions

IT Services was addressing some of the concerns identified before the survey was completed. For example, IT Services is working with other DOT organizations and a consulting firm on an Integrated Transportation Management System designed to integrate many of the “stovepipe” systems. Most of the new application development utilizes a web interface. Many mainframe applications will have a more user friendly web interface in the future.

The survey validated the need for a new Help Desk system, which was already under consideration by the IT staff. More information about this system (already in development) is included in the Implementation Plan. The organization also needs to communicate a stronger customer focus to all employees. As several users suggested, IT Services should improve the organization and appearance of its customer service information on the Intranet. The senior managers should facilitate additional customer service and teamwork training, beginning with raising the level of trust and cooperation among team members.

Implementation Plan

Action Steps

IT Services established objectives to address concerns identified during the survey and interview process and, ultimately, to help improve internal customer service. These objectives are:

1. IT Services will implement a new Help Desk system by June 2006.
2. End User Services will develop a cohesive Intranet site for IT users by June 2006.
3. Senior IT managers will facilitate customer service and teamwork training by December 2006.

Timeframes and Cost

In June 2005, IT Services contracted with Software AG to develop a web-based Help Desk system. The cost of the system is approximately \$75,000. The system will allow the IT Services staff to effectively handle and route the requests to appropriate sections. It will allow the user to enter requests and check the status via an online web interface, ensure that no requests are dropped, and improve the overall quality of customer service. Development is nearly complete and the system will soon enter a test phase.

There will not be an expenditure associated with the other two objectives. I will establish a team with representatives from all sections as well as our user community to provide input about the content of the Intranet site. There is already information available that could form a foundation for the new site, such as the IT Services business plan, newsletter, and the results of this project. The End User Services team will accept responsibility for maintaining and enhancing this information. The site will be posted by June.

The IT senior managers will decide how to proceed with customer service and teamwork training. In the past, the staff enjoyed the meetings held off-site with group exercises on the agenda, which were designed to improve teamwork. This training will occur at the semi-annual staff meetings.

Potential Obstacles

The major obstacle to overcome will involve gaining acceptance from a minority of employees. The IT Services managers must take the objectives seriously and the steps necessary to implement changes, starting with sharing the results with employees. Maintaining an open line of communication is the key to obtaining buy in from the IT Services employees as well as the users of the new Help Desk system.

Potential Resources

Employees are the primary resources needed. Other resources include hardware and software, including the new Help Desk system. Adequate training on the new Help Desk system will help ensure its success. Consultants along with the project leader will conduct the initial training on the system. Subsequently, the training staff will help IT Services employees and District IRCs learn how to use the system. The Interactive Media team will work with other employees to design a web site that is well organized, useful, and attractive. The IT Services managers will decide who will conduct the customer service training.

Communication with Stakeholders

Computer users, IT Services employees, IRCs outside of IT Services, and management all have a stake in the outcome of this project. The new Help Desk system and IT Services' web site will be promoted on the Intranet Home Page. Shortly afterwards, we should be able to get some positive feedback from our customers, which will help the project gain momentum and an early success.

Integration

The IT Services Standard Operating Procedures manual will be updated to incorporate information about the new Help Desk system. The new procedures for processing requests from users will be documented and the old procedures will be deleted. This document will also be posted on IT Services' web site.

Evaluation Method

Evaluation Plan

Finally, the test of whether or not these initiatives were effective is to re-measure the level of customer satisfaction. This will occur in 2007 because over-surveying people tends to irritate them and the objectives need to be in place for a year before I take another measurement. The desirable outcome will be for the measurements to show a 10% increase with internal customer satisfaction.

IT Services will celebrate increases in customer satisfaction by recognizing the efforts of employees who helped make it happen. This information will also be publicized to upper management so it can be included in status reports on the SCDOT/FHWA Strategic Plan.

Monitoring and Measuring Results

I will use the survey and personal interviews to collect data on the level of customer satisfaction with the same four dimensions of service quality. By using the same methods and the same questions, I can compare the results and measure the percentage of change. In retrospect, I can see that the survey questions need some modifications to clarify misunderstandings and to get more accurate measurements of the service quality dimensions. I will add questions to the survey and phase out some of the questions on future surveys. I would like to obtain more information about empathy by asking questions such as, "Do the employees carefully listen to my requests?"

Conclusion

IT Services' customers answered the question, "How well are we getting IT done?" by participating in this research. Overall, they are pleased. Their comments showed that there is room for improvement and IT Services will embrace these changes.



We get **IT** done!

Planning, directing and managing computing, communications and end user services and delivering these services in an accurate, timely and cost effective manner.

IT SERVICES - HELPING SCDOT

Over the years, IT Services has worked to provide SCDOT with a state of the art network where a majority of the employees have access to a PC. The benefits of having a high PC:employee ratio is that it increases productivity, improves communications, speeds information access, and this enables us to respond to the public in a timely manner. We are doing our part to live up to SCDOT's vision: **"Public Trust: Earn It, Keep It!"**

IT Services is a professional team of 78 employees who are competent, dedicated, and service-oriented. If our network is down or our PCs are not working, then we aren't designing roads, buying equipment, or submitting payroll. IT is mission critical to the SCDOT. Six areas of IT Services deliver services to you.

Systems and Technical Support

Lee Foster, Manager

The Systems staff grants access to application software, file storage, print services, systems administration (including backups), and security. One of the products enabling faster service is Systems Management Server. It is used to inventory hardware, distribute software, and diagnose problems remotely.

In addition, the Systems staff handles the installation and maintenance of PC hardware and software for headquarters offices. The District IRCs support the desktop PC's in their district. Systems maintains the IT equipment inventory for headquarters, which includes over 1,000 PCs.

Applications Development

Vacant, Manager

The Applications staff analyzes business problems and develops software solutions to meet the agency's needs. Applications supports 28 mainframe, 23 client-server, and 22 Intranet systems. They provide security, data integrity, and training for these systems. They support systems developed by outside consultants, such as the Highway Maintenance Management System, and Financial Management /Strategic Plan.

The staff is still enhancing several systems that were recently implemented. Risk Management incorporates data from the Safety, Claims, and Risk Management areas to improve the reporting of claims and accident information. HR Suite enables the standardization of Position Description and Employee Performance Management System statewide. The Budget and Expenditure System enables users to view their budget and expenditures as of the prior day. The system is updated daily for Cash Disbursements and Purchase Orders and monthly for Adjustment Vouchers, Departmental Transfers, Credit Card Payments, Fuel Card Payments, Supply Depot Invoices, and Payroll.



DOUG HARPER
AGENCY CIO

Staff and Budget

- ◆ 78 Full Time Employees
- ◆ Operating Budget \$6.0 Million
- ◆ Equipment Budget \$1.4 Million

Hardware

- ◆ 100+ Network Servers
- ◆ 3,100 PCs and CADD Workstations

Software

- ◆ Windows 2000/XP
- ◆ Office 2000 Pro Suite
- ◆ Internet Explorer
- ◆ Entire Connection

Network

- ◆ 154 Locations in Wide Area Network

February 1, 2006

Other development includes the new Help Desk System, Integrated Transportation Management System (ITMS) and the Interactive Interchange Management System (IIMS).

Operations and Services

Steve Collins, Manager

Steve manages IT projects, such as implementation of electronic document management systems (EDMS). A Correspondence Tracking System has been successfully implemented, as well as systems for Procurement, Right of Way, and Outdoor Advertising. He is working on systems for Accounting, Bridge Maintenance, and Contracts Resource Management. He serves as a liaison between DOT users and the State CIO concerning mainframe operations, and oversees IT facilities.

Network Services

Kem Dempsey, Manager

The Network Services system engineers design and maintain the network infrastructure for the agency. Just like the roads is how we move vehicles; the network is how we move data. The staff designs the network to securely handle the volume of data that needs to travel across our information highway. They install local area networks and communication components, interfacing 154 locations. These locations are tied together with a wide area network. Network Services provides Internet access as well as remote access via dial-in or Virtual Private Network (VPN). The Network Control Center monitors data traffic and communication devices across the state. They diagnose and repair problems from the Control Center. The Control Center allows Network Services to be proactive and is rated at 5 nines uptime, the highest rating in the industry.

Network Services provides support for the agency's Intelligent Transportation System (ITS). This includes managing the information technology part of the traffic management centers control applications, remote CCTV cameras; assist other agencies and broadcaster with traffic video access along with security applications. They also provide traffic images on the Internet and will continue to add information in the future. Network Services engineered and maintains the SCDOT video conferencing system. They provide newer technologies, such as wireless video, multicast video, the recently installed Network Security Threat Protection System, and, in the future, testing voice over the network.

End User Services

Anne Futch, Manager

End User Services delivers a variety of services to the agency. The staff helps users with IT budgeting and purchasing. The Help Desk and Training staff has recently consolidated to provide first-level technical support and training to our users. They offer classroom and individual training on the standard Microsoft desktop applications and some agency applications such as HR Suite, Risk Management, and EORS. You may refer to their registration page on the Intranet located under ITS Training Center and to view course descriptions and schedules. District offices should go through their IRC to request training. The Help Desk also coordinates telecommunications services, such as telephones, voice mail, long distance, calling cards, and cellular.

The Interactive Media team develops pages and applications for the agency's Internet sites as well as provides multimedia support for agency conferences and meetings. As the first state agency to redesign its Internet site to comply with federal accessibility requirements (Section 508), our employees have assisted in writing the state accessibility policy and are now assisting other state agencies to become compliant with these standards by leading the SC Web Accessibility Committee. The team will be launching the new agency Internet sites in the summer of 2006, which will be utilizing new technologies to further assist the traveling public of South Carolina.

CADD Management

Todd Anderson, Manager

With Computer-Aided Design and Drafting (CADD) software, engineers can design roads faster, make changes faster, and share design files. They coordinate IT Services with Engineering CADD operations. They also provide and coordinate training and support for CADD users. CADD software includes Microstation, Geopak, Geomedia, InterPlot, I/RAS B & C, MGE Suite, SignCAD, and AutoTurn. While several offices at headquarters have a CADD coordinator, the districts do not. CADD Management provides installation, training, and support services to the districts. ITMS, EDMS, and Primavera are CADD special projects.



We get IT done...the RIGHT way!

February 1, 2006

IT Services Customer Service Survey
January –March 2005

Since customer service is very important to IT Services, we want to know how we are doing and how we can improve. Please take a few minutes to answer this survey. If you are dissatisfied with any of our services, we would appreciate specific comments about why you gave this rating. If you have not received a particular service, you may leave a question blank or select the "0" option in the rating section.

Your responses will be held in confidence by the IT Services senior staff. We intend to address the top concerns identified in this survey within a year. The deadline for survey period is March 31st. Thank you for your valuable time and feedback.

1. How often do you contact IT Services for any type of service? *[information not rated]*

- ☐ Several times a day
- ☐ At least once a day
- ☐ At least once a week
- ☐ At least once a month
- ☐ Less than once a month

2. Overall, how is the support provided by IT Services? (0 = not rated; 1 = very poor; 5 = very good) *[General – all dimensions]*

- 0 1 2 3 4 5
- ☐ ☐ ☐ ☐ ☐ ☐

3. Overall, how would you rank the courtesy and professionalism of the IT Services staff? (0 = not rated; 1 = very poor; 5 = very good) *[Dimension: Assurance]*

- 0 1 2 3 4 5
- ☐ ☐ ☐ ☐ ☐ ☐

4. How is the first level of support provided by the Help Desk (e.g. asking appropriate questions, solving the problem, or entering a Help Desk ticket)? (0 = not rated; 1 = very poor; 5 = very good) *[Dimension: Reliability]*

- 0 1 2 3 4 5
- ☐ ☐ ☐ ☐ ☐ ☐

5. How is our response to software problems on individual PCs (e.g. errors in Microsoft applications such as Outlook, Excel, Internet Explorer, etc.)? (0 = not rated; 1 = very poor; 5 = very good) [*Dimension: Reliability*]

0 1 2 3 4 5
○ ○ ○ ○ ○ ○

6. How is our response to printing problems (e.g. paper jams, toner cartridge is empty, etc.)? (0 = not rated; 1 = very poor; 5 = very good) [*Dimension: Responsiveness*]

0 1 2 3 4 5
○ ○ ○ ○ ○ ○

7. How is our response to problems with PC hardware (other than printers)? (0 = not rated; 1 = very poor; 5 = very good) [*Dimension: Reliability*]

0 1 2 3 4 5
○ ○ ○ ○ ○ ○

8. How is our response to requests for borrowing equipment for conferences or meetings (i.e. notebook PCs, printers, or projectors)? (0 = not rated; 1 = very poor; 5 = very good) [*Dimension: Responsiveness*]

0 1 2 3 4 5
○ ○ ○ ○ ○ ○

9. How is the quality of the courses taught by the IT Training staff? (0 = not rated; 1 = very poor; 5 = very good) [*Dimension: Assurance*]

0 1 2 3 4 5
○ ○ ○ ○ ○ ○

10. How would you rank the "how to" assistance provided for Microsoft Office or other applications (e.g. how to enter a function in Excel)? (0 = not rated; 1 = very poor; 5 = very good) [*Dimension: Assurance*]

0 1 2 3 4 5
○ ○ ○ ○ ○ ○

11. How would you rank the network response time? (0 = not rated; 1 = very poor; 5 = very good) *[Dimension: Responsiveness]*

0 1 2 3 4 5
○ ○ ○ ○ ○ ○

12. How is the level of CADD support from IT Services? (0 = not rated; 1 = very poor; 5 = very good) *[Dimension: Assurance]*

0 1 2 3 4 5
○ ○ ○ ○ ○ ○

13. If you have been involved with developing new applications, how well do the analysts appear to understand your business needs? (0 = not rated; 1 = very poor; 5 = very good) *[Dimension: Empathy]*

0 1 2 3 4 5
○ ○ ○ ○ ○ ○

14. How is the ease of use of applications that are supported by the Applications Development staff? (0 = not rated; 1 = very poor; 5 = very good) *[Dimension: Reliability]*

0 1 2 3 4 5
○ ○ ○ ○ ○ ○

15. How is the resolution of problems in applications that are supported by the Applications Development staff? (0 = not rated; 1 = very poor; 5 = very good) *[Dimension: Reliability]*

0 1 2 3 4 5
○ ○ ○ ○ ○ ○

16. How is our response to requests for enhancements to existing applications that are supported by the Applications Development staff? (0 = not rated; 1 = very poor; 5 = very good) *[Dimension: Responsiveness]*

0 1 2 3 4 5
○ ○ ○ ○ ○ ○

17. How is our response to requests for Internet pages or applications for public access? (0 = not rated; 1 = very poor; 5 = very good) *[Dimension: Responsiveness]*

0 1 2 3 4 5
☐ ☐ ☐ ☐ ☐ ☐

18. IT Services must periodically schedule network and/or server downtime for maintenance purposes. How often have you been affected by these maintenance operations?
[information not rated and eliminated from interviews]

☐ Frequently
☐ Occasionally
☐ Rarely
☐ Never

19. If you have been affected by scheduled maintenance, what time would be best for IT Services to begin scheduled maintenance so it does not interfere with your DOT work?
[information not rated and eliminated from interviews]

☐ 5:00 PM
☐ 6:00 PM
☐ 7:00 PM

20. What changes do you think IT Services could make to improve service?



Thank you for your input.

[Note: The questions that were eliminated because of ambiguity were deleted from this document.]

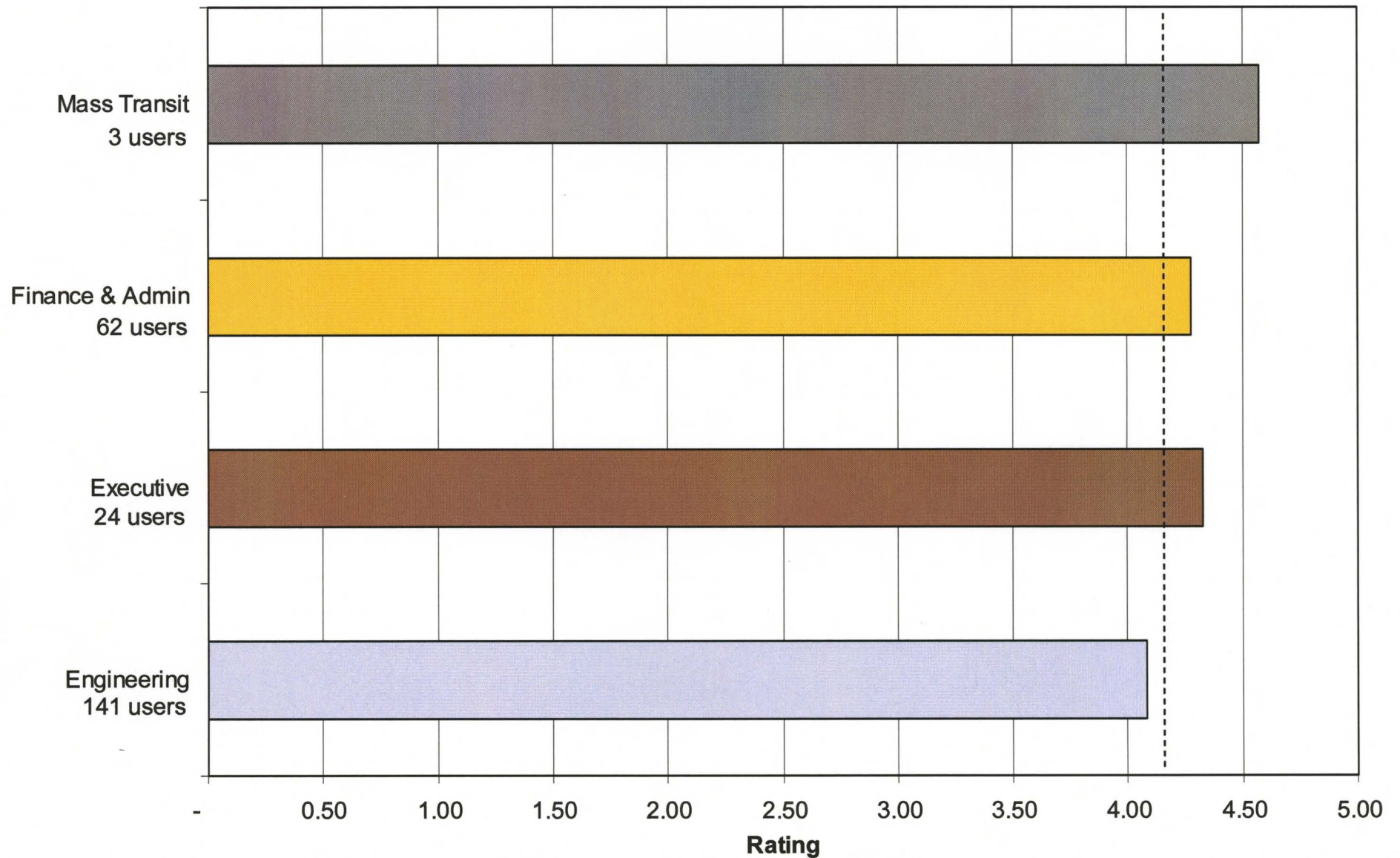
**IT Services
Customer Service Interviews
December 2005 – January 2006**

Person Interviewed:		
Question	Score	Comments
1. How often do you contact IT Services for any type of service?		
2. Overall, how is the support provided by IT Services?		
3. How would you rank the courtesy & professionalism of the IT Services staff?		
4. How is the support provided by the Help Desk (e.g. troubleshooting problems, entering tickets, coordinating telephone and cellular services)?		
5. How is our response to software problems (e.g. errors in Microsoft Windows, Outlook, Excel, or IE)?		
6. How is our response to printing problems (e.g. paper jams, toner cartridge is empty, etc.)?		
7. How is our response to problems with hardware (other than printers)?		
8. How is our response to requests for borrowing equipment for meetings (i.e. notebook PCs, printers, or projectors)?		
9. How is the quality of the courses taught by the IT Training staff?		
10. How would you rank "how to" assistance for MS Office or other applications (e.g. how to enter a function in Excel)?		
11. How would you rank the network response time?		
12. How is the level of CADD support from IT Services?		
13. If you have been involved with developing new applications, how well do the analysts appear to understand your needs?		
14. How is the ease of use of applications that are supported by the Applications Development staff?		
15. How is the resolution of problems in applications that are supported by the Applications Development staff?		

**IT Services
Customer Service Interviews
December 2005 – January 2006**

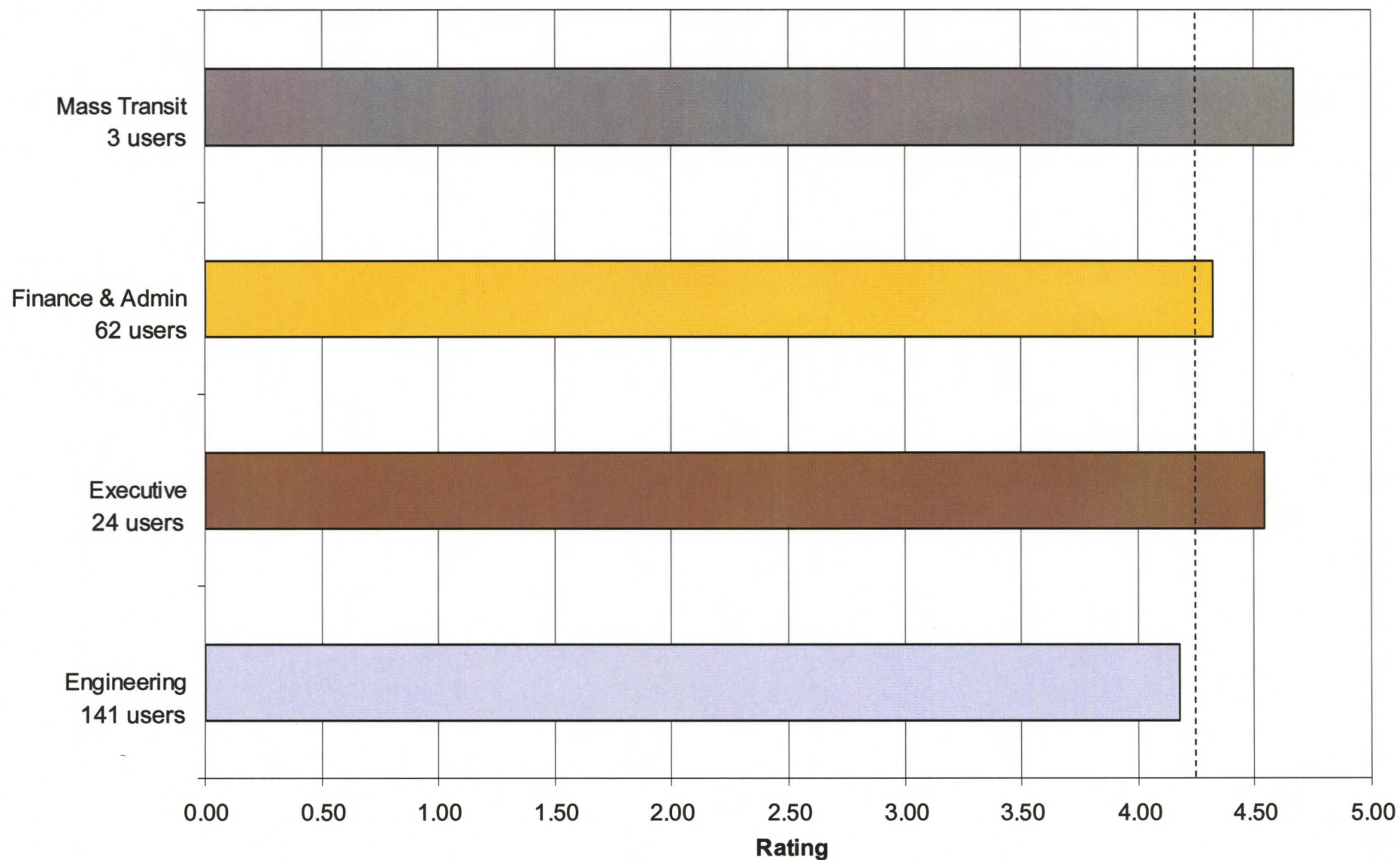
16. How is our response to requests for enhancements to existing applications that are supported by the AD staff?		
17. How is our response to requests for Internet pages or applications for public access?		
18. What changes do you think IT Services could make to improve service?		

Chart 1
Surveys and Interviews of 230 Users
All Questions



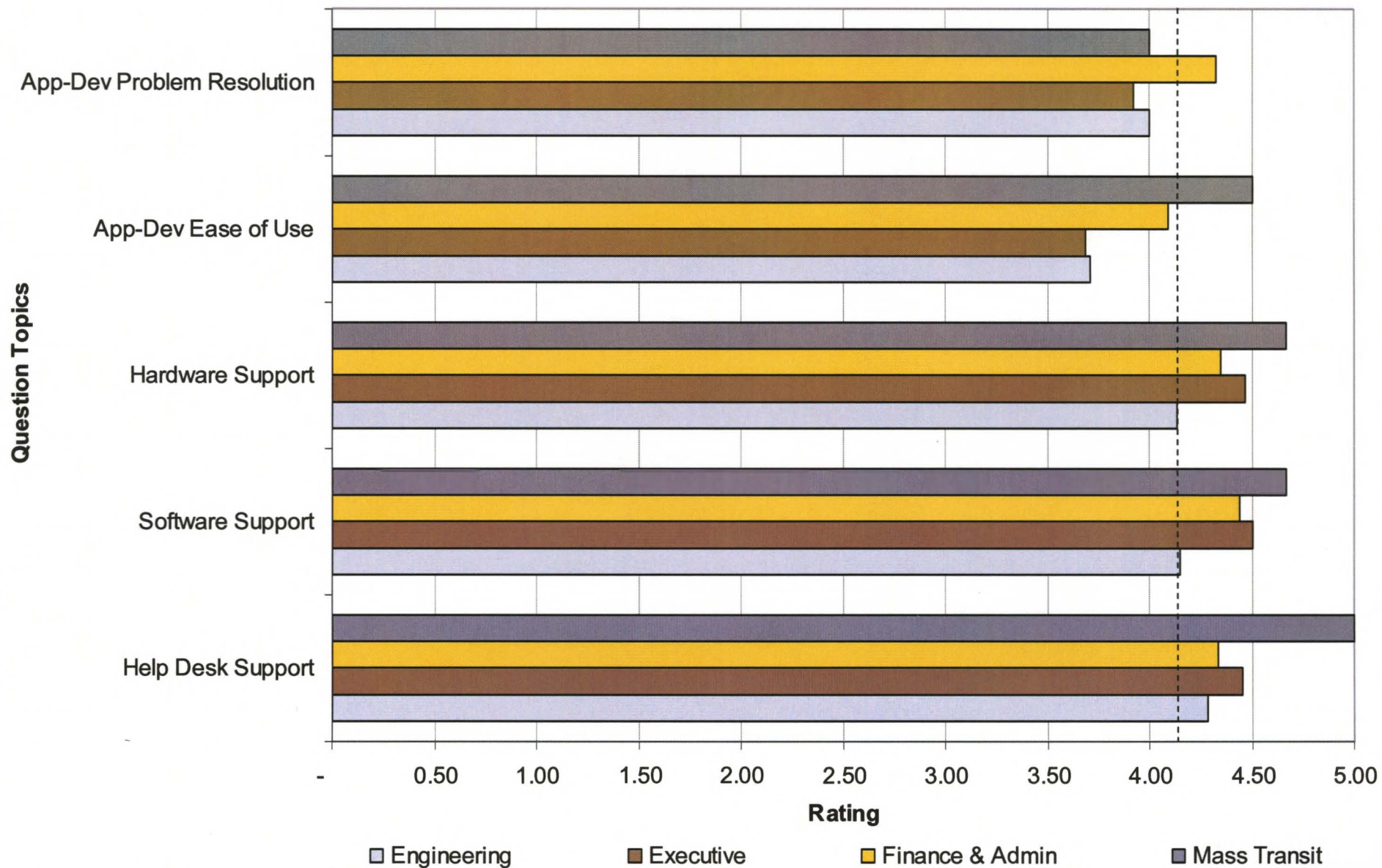
Note: Combined results from both data collection methods. Weighted average is 4.20 (represented by dashed line).
95% confidence level; error 7 points (plus or minus)

Chart 2
Overall Support
Question: Overall, how is the support provided by IT Services?



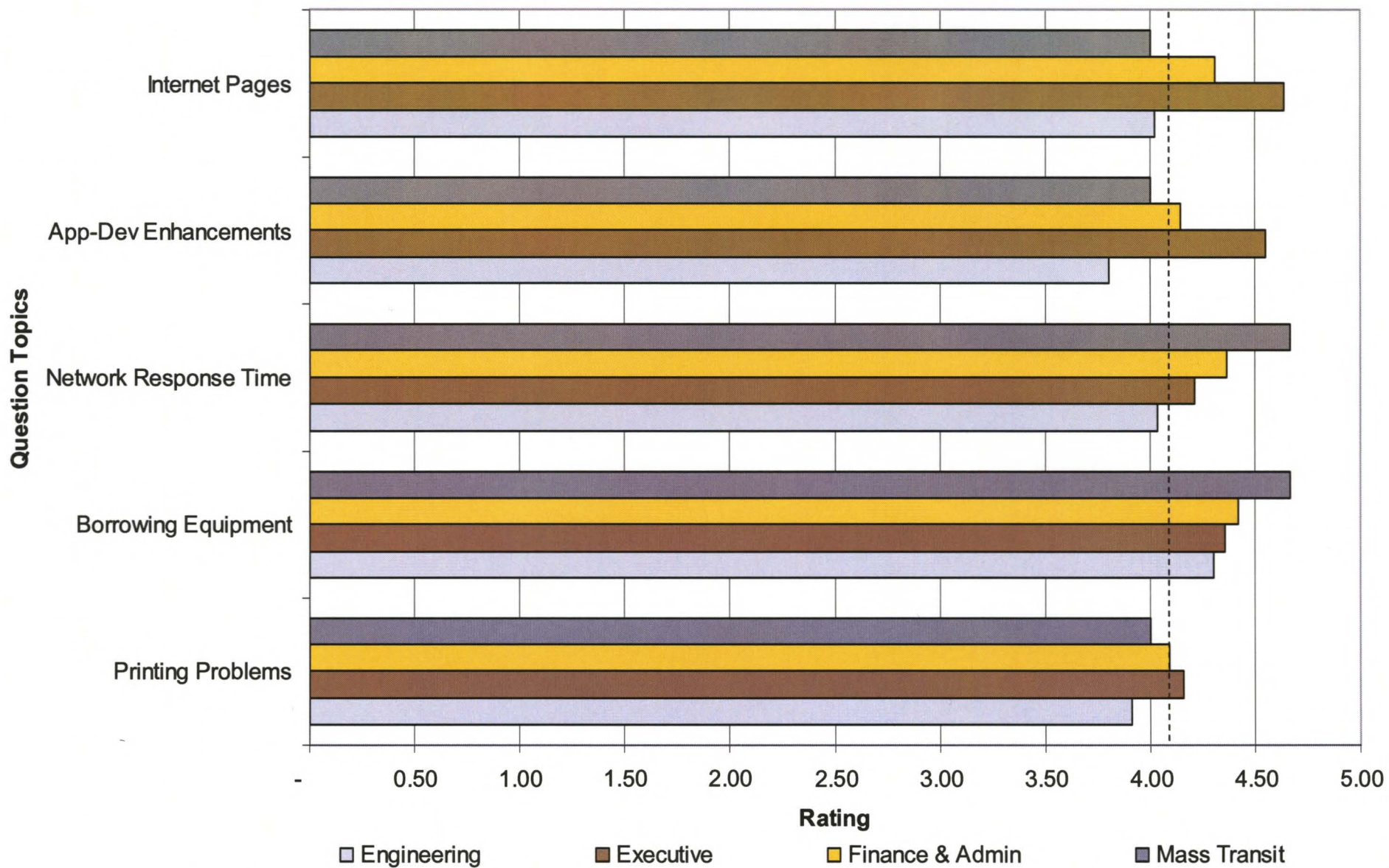
Note: Combined results from both data collection methods. Weighted average is 4.26 (represented by dashed line).
95% confidence level; error 7 points (plus or minus)

Chart 3
Dimension: Reliability



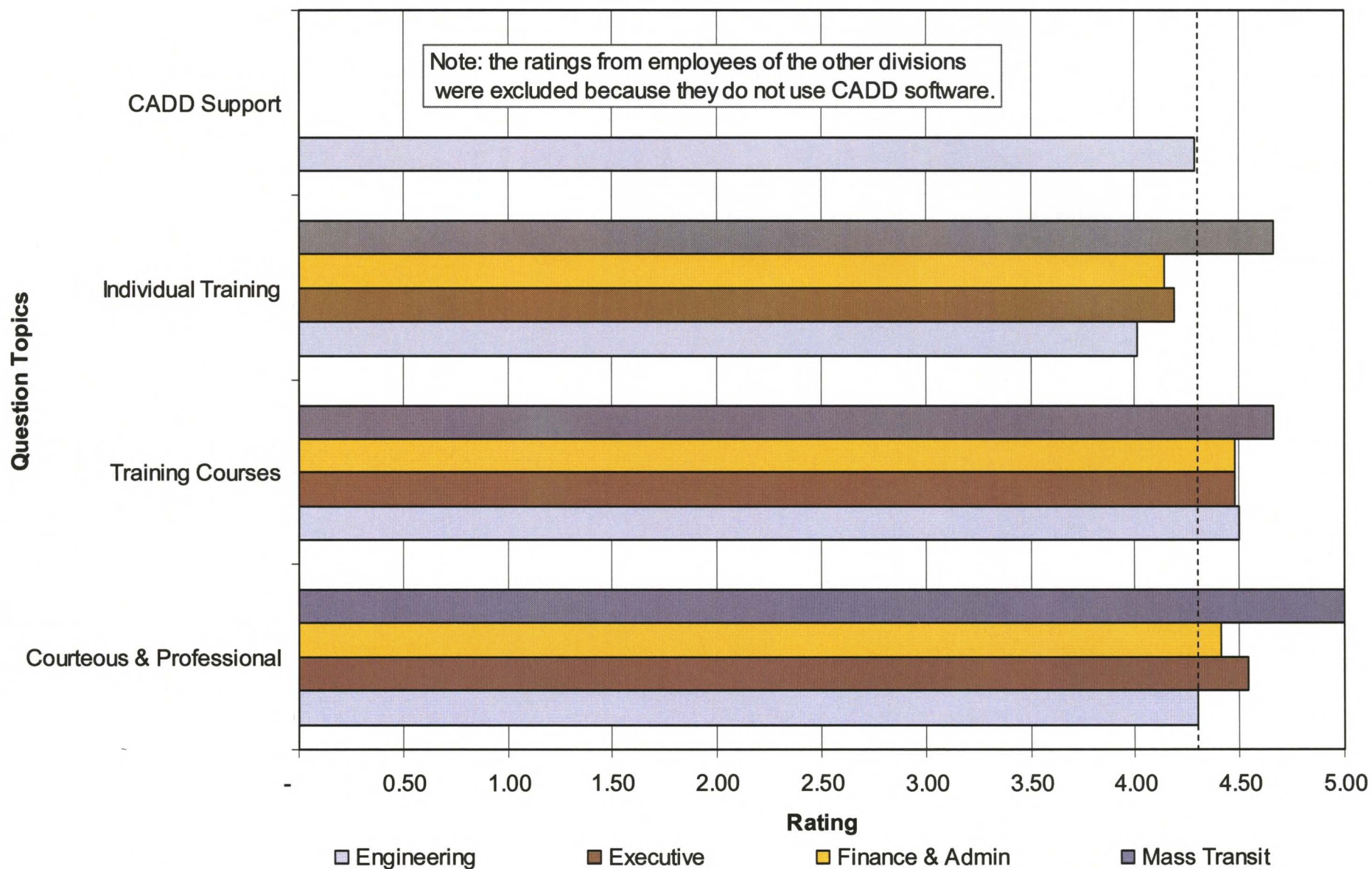
Note: Combined results from both data collection methods. Weighted average is 4.16 (represented by dashed line).
95% confidence level; error 7 points (plus or minus)

Chart 4
Dimension: Responsiveness



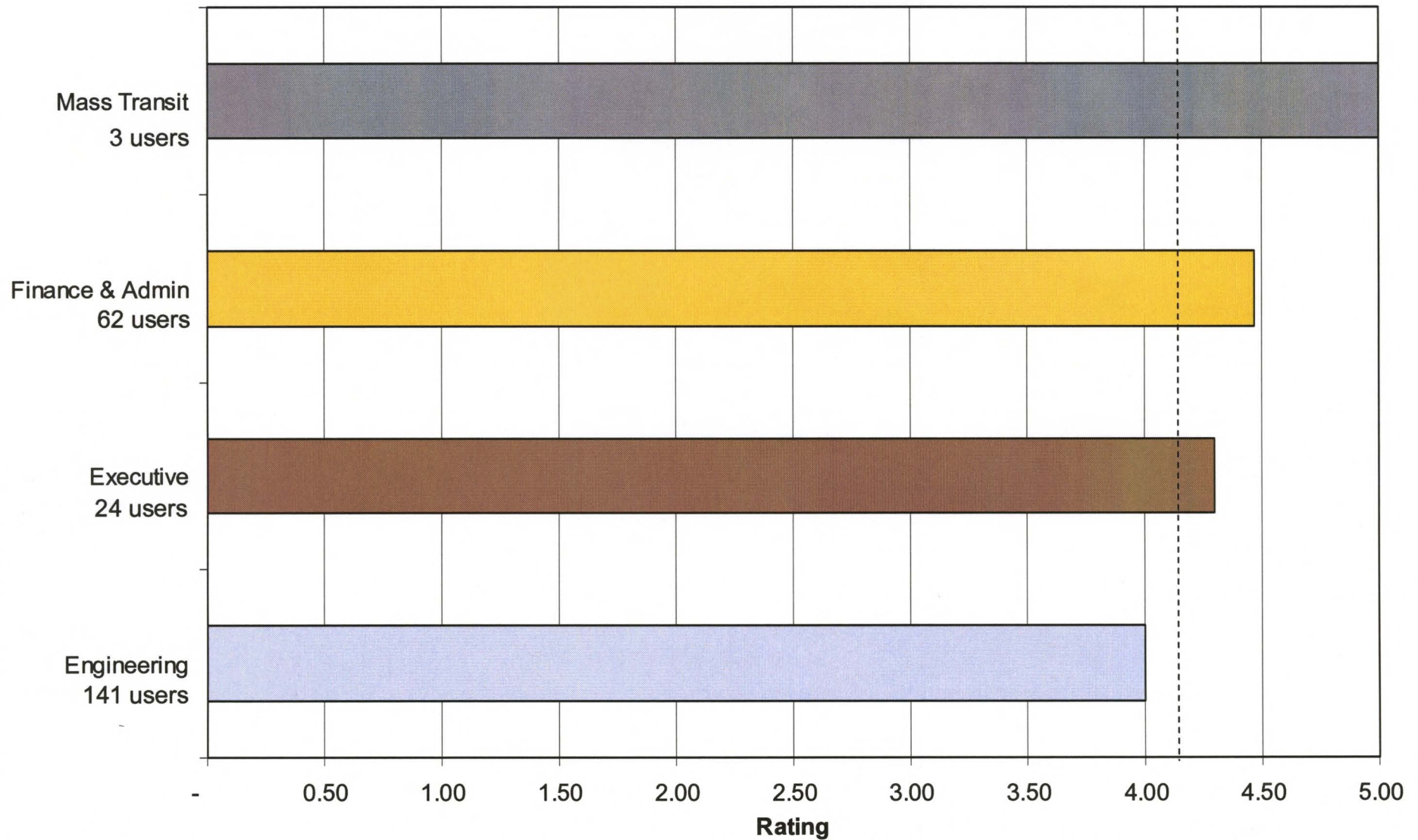
Note: Combined results from both data collection methods. Weighted average is 4.12 (represented by dashed line).
95% confidence level; error 7 points (plus or minus)

Chart 5
Dimension: Assurance



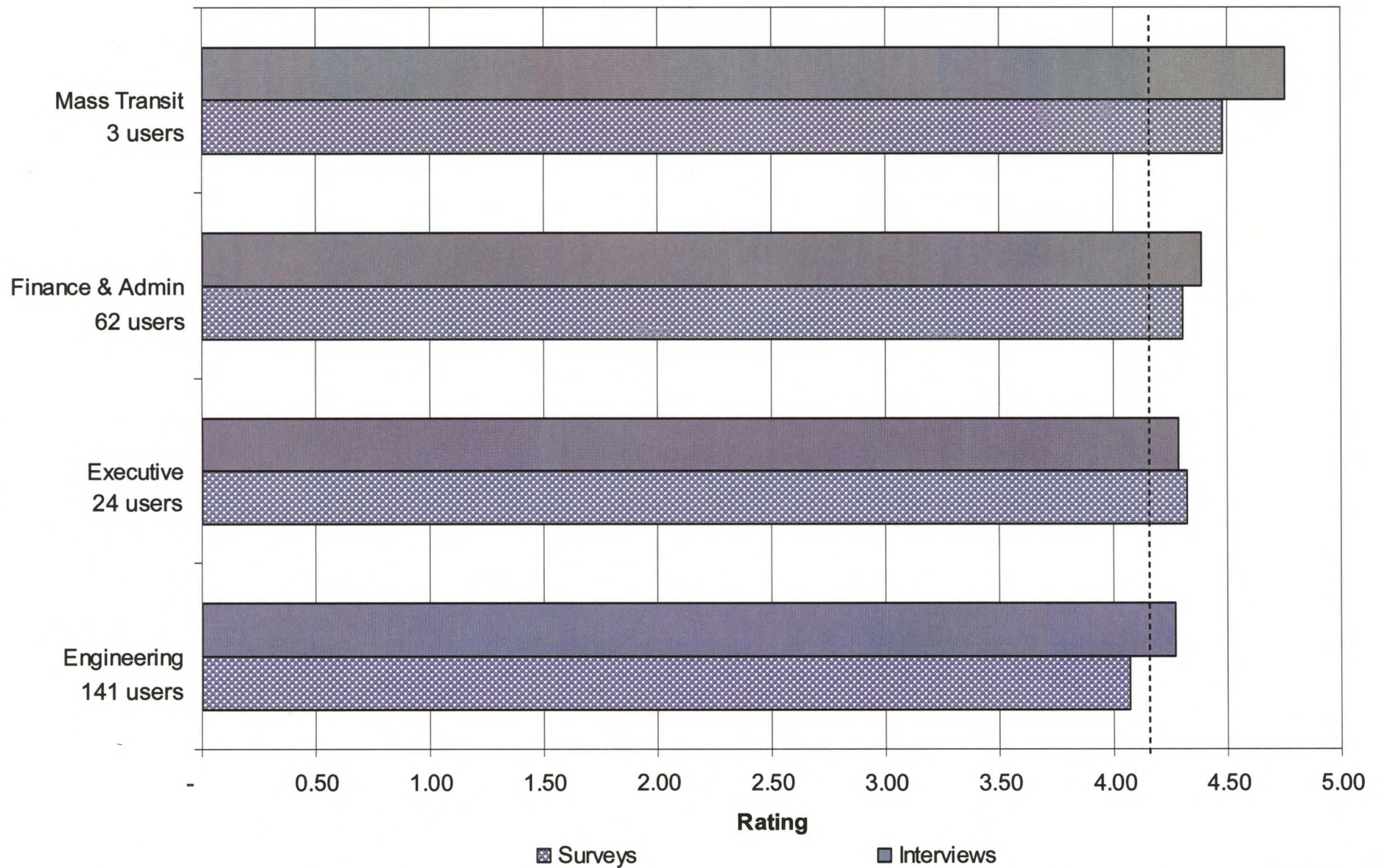
Note: Combined results from both data collection methods. Weighted average is 4.33 (represented by dashed line).
95% confidence level; error 7 points (plus or minus)

Chart 6
Dimension: Empathy
If you have been involved with applications development,
how well do the analysts understand your needs?



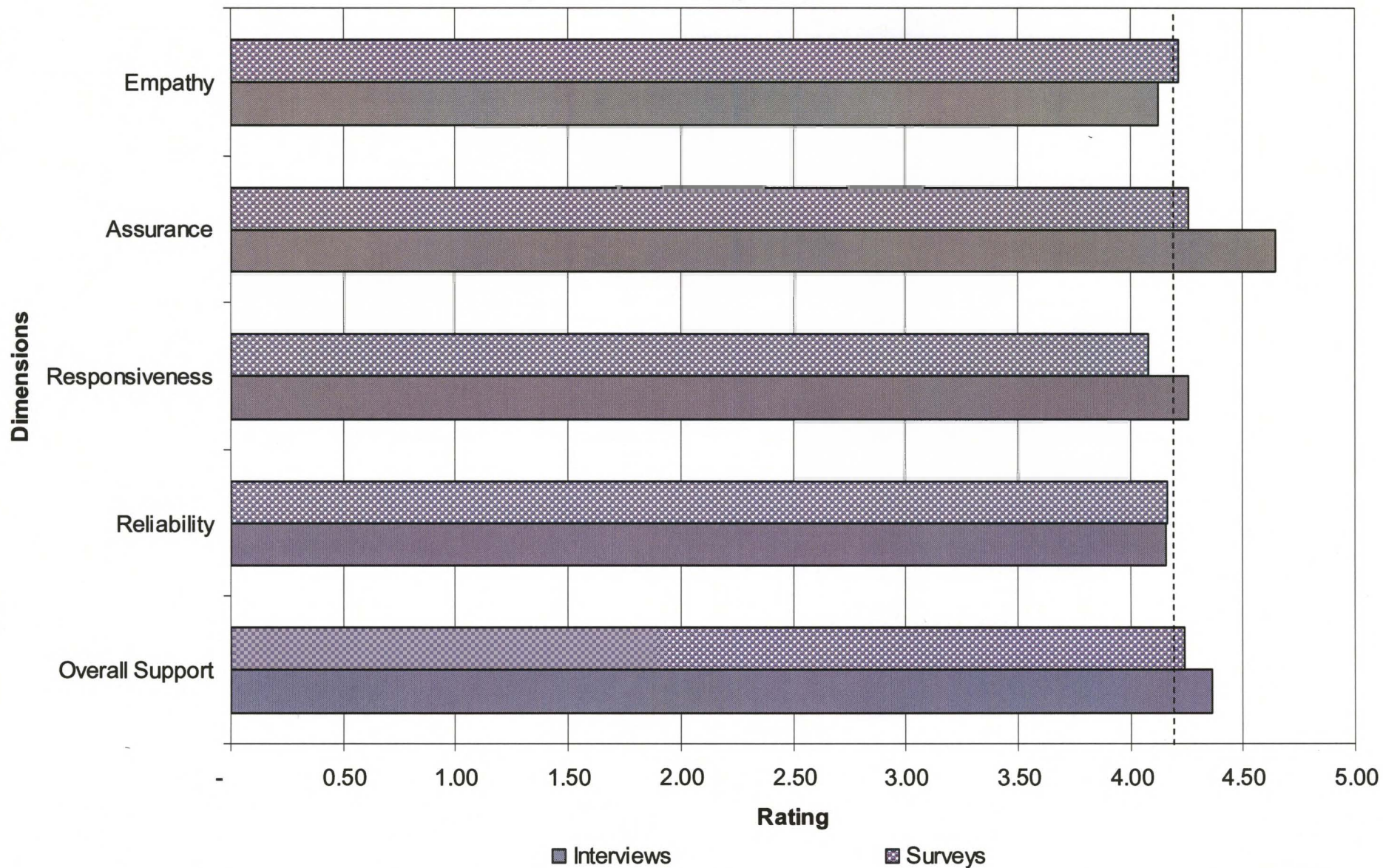
Note: Combined results from both data collection methods. Weighted average is 4.19 (represented by dashed line).
95% confidence level; error 7 points (plus or minus)

Chart 7
Surveys vs. Interviews
All Questions



Note: The results from both data collection methods. Weighted average is 4.20 (represented by dashed line). The weighted average for surveys and interviews were 4.17 and 4.32, respectively. 95% confidence level; error 7 points (plus or minus)

Chart 8
Surveys vs. Interviews
By Service Quality Dimension



Note: The results from both data collection methods. Weighted average is 4.20 (represented by dashed line). The weighted average for surveys and interviews were 4.17 and 4.32, respectively. 95% confidence level; error 7 points (plus or minus)

Positive Comments

Overall Support

- The staff tries their best to help the users.
- The organization as a whole is very good.
- IT does a pretty good job overall. Very responsive.
- There has been a drastic improvement in IT over the past 6-7 years. Today, I can't say enough about the improvements in attitudes, and the willingness to work with the users to meet their needs. I would put our IT staff above any other agency.
- I am very pleased with the customer service.
- They bend over backwards to help the users.
- We have a good relationship with the IT staff. The technical staff is as good as it can be.
- Perfect! I don't have a single bad thing to say about IT.
- Most of the time, problems are rectified quickly.
- It seems like there has been an improvement in the customer service.
- Most everyone is gracious and punctual about resolving issues and returning calls.
- Great customer service. Quick response. Always handled. I am very pleased.
- Very timely. I am very impressed. Every time I call, I get an immediate response. The employees are very helpful.
- The staff is very responsive and knowledgeable. The staff appears to be well trained.
- Within my group, there are no negatives about IT.
- Everyone has always been responsive. They may not have solved the problem, but everyone was responsive. Four different people called me at home after hours to help resolve an issue recently.
- I have always been impressed with IT Services. This is one of the most progressive IT organizations in state government.

- The Emergency Operations Road Conditions Help Line has been a tremendous success. I appreciate all of the support from IT. It has helped improve the public's perception of DOT.
- IT takes pride in their work. They always want to get it right. Usually, they are good at explaining what they are doing to fix a problem.
- When I left another state agency and came to DOT, I felt like I had arrived in IT heaven.
- The agency's current technology enables us to be more productive and efficient.
- The overall direction of IT has been improving.
- Excellent support and professionalism on a routine basis and, especially in emergency mode (such as, snow/ice, hurricane/storm). I know that the IT staff works outside their usual times to keep things running at Headquarters and around the state. Good Job!

Courtesy and Professionalism

- Very courteous and professional. Very willing to work with us.
- Most people are courteous and professional.
- This is between good and very good, particularly with certain people.
- Excellent on courtesy and professionalism. I haven't had a problem with anyone. The employees who have helped me have gone way beyond what was required to make sure I was satisfied.
- On courtesy, I would give IT a 4. On professionalism, I would give IT a 5.

Help Desk Support

- The Help Desk staff is very customer oriented.
- The Help Desk staff is always real nice and courteous.
- I like the ability to e-mail problems to the Help Desk. *[Several comments about this.]*

- A technician on the Help Desk was able to take control of a PC to resolve a problem and explain what was happening at the same time over the phone. This was helpful.
- They do a good job of processing tickets.
- There is always someone on the Help Desk to answer the phone.
- Every time I call, I get a response and I am informed about the area that will address the problem.
- I have never had a problem with the Help Desk. They are very helpful. Everyone is always so pleasant.
- Help Desk does a lot of resetting of mainframe passwords. They are pretty quick.
- Help Desk service has improved.
- I appreciated the service that I received on telephone and cellular issues.
- Very good response on cellular.
- The telephone service is very responsive.
- My cell phone broke and I received a new phone the next day. I know that the consultant jumped through hoops to make it happen.
- I appreciate the prompt assistance with FormFlow issues.

Software Support

- IT works well with us on software installations. Everything was very smooth and coordinated.
- The Systems staff gets it done immediately. Most of them are great to work with.
- One of the technicians, in particular, has been so helpful and responsive.
- One of the technicians has spent a lot of time helping me.
- Excellent response on the server issues.
- My issues are usually resolved within the same day.
- The Systems Manager does a great job. He runs a tight ship.

- The Systems and Oracle Programmers are very knowledgeable and professional. They deserve kudos.
- Technicians are quick to start working on problems.

Printer Problems

- The technicians are prompt on delivery of supplies.
- On printing problems, one phone call and in a few minutes, it's fixed.
- One of the technicians is extremely responsive and helpful when we have printer problems.
- Printer jams or toner problems are resolved within a day.

Hardware Support

- If a location is down, Network Services calls them to notify them so we can call that office.
- Very good. On installation of servers, and, particularly, with network equipment.
- We haven't encountered too many hardware problems, except for printer issues. Typically, after IT has been contacted, the response and resolution has been immediate.
- Someone always comes right up on hardware issues.
- Very good support on the server and network equipment.
- I haven't had any hardware problems. IT Services is proactive in replacements and takes care of it for me.
- When I saw one of the technicians in the hall, I told him about having problems using my memory stick. He fixed it immediately.
- The Systems staff provides a very quick turnaround – within a day. The staff is fast and responsive. They do a good job of diagnosing problems upfront and getting it fixed.

- Service on hardware has been very good. I have been through 4 notebook PCs. The new notebook and docking station are more reliable.
- On server problems, usually the technicians are there on the same day or the next day to resolve the problem.
- The technicians always come through on hardware and software installations.
- Server hardware and software installations have been well organized and executed.
- Excellent response on installing server and network hardware for the district.

Borrowing Equipment

- Whenever I have borrowed equipment, everything worked fine.
- IT always makes sure that we have the equipment needed for presentations.
- Great response on borrowing equipment. Within a few minutes, I had equipment for a meeting.
- A member of the Web staff set up equipment today for a meeting. He was very responsive.

Training Courses

- The training staff gets good accolades.
- I hear a lot of good comments from the users about the IT courses.
- The quality of the IT courses is superb. My assistant has taken courses from all of the instructors.
- The instructors are well informed and take their time to explain.
- I have been in classes with most of the instructors. They are very effective trainers.
- The trainers are outstanding! I have taken courses from most of the trainers.
- The instructors were clear and concise. They were patient with students at different levels. They gave helpful hints and shortcuts.
- I like the ability to send people to courses internally. The staff is very customer service oriented.

- Excellent IT courses. Some of my employees and coworkers have taken Excel and other courses.
- A+ instructors! They do a fantastic job! The courses that they teach in our District are excellent.

Individual Training

- It just takes one phone call. If the trainers cannot answer it over the phone, they are in my office working on it right away.
- If the trainers don't know the answer, they get the answer.
- I have called with questions about Excel or Access and received excellent service. The training staff has never been a problem.
- The training staff has helped me several times. This service was pretty fast.
- I have worked with the trainers on issues with Access. They were very good.
- One of the trainers helped me with some database issues.
- One of the trainers did some individual training with me in Excel. She was very patient.
- One of the trainers was able to resolve an issue for me recently. She gets an A+. Outstanding.
- The Training Manager showed me how to clear paper jams in the printers. She won't quit until the problem is fixed. I also received a lot of help with CTS when it was first implemented.

Network Response Time

- Network Services has done a great job of improving the network over the past couple of years.
- The past couple of years, the network has been pretty stable.
- The Network staff is great! They are very helpful.
- The network response is pretty good at the District office. The field offices are a little slower.
- In the District, the response time is very good (a 5). In the counties, it used to be really bad. It has gotten better now (a 4).

CADD Support

- The CADD support is excellent.
- They are very responsive in answering CADD questions from the Traffic section.
- We receive incredible support from the CADD manager! He is very giving and helpful.
- CADD issues are always resolved quickly. They always addressed it politely.
- We are pleased with the CADD training that is being offered.

Application Development – Understanding Needs

- The Agency CIO seems determined to get the field involved with defining the requirements for new applications. I appreciate the opportunity with the new Help Desk system to see it and give input.
- The applications manager that I deal with is very receptive to trying to understand our needs.
- The applications manager has done an excellent job.
- The applications development manager had a good grasp of what I was trying to accomplish.
- The IT staff is good at taking dumb questions and translating it.
- The analysts had a good understanding during the meetings. They would bring back a trial version for me to look at.
- With defining application development, it goes both ways. It depends on who is working with the programmers to define the requirements. I am impressed with the people that work with me.
- I can explain something to the developers. They get a conceptual idea in their head. They talk to the users at their level.
- Our programmers had a better grasp of where the problems came in and how to interface it with other systems than the consultants.
- The analysts have worked hard. They ask good questions. They do a good job of trying to understand needs and to build systems to meet those needs.

Application Development – Ease of Use

- Overall, most applications are pretty straight forward and easy to use.
- The applications are pretty easy to use.
- Most applications are fairly easy to use. If I can figure out how to use an application without a training manual or class, the application is usable. You can always go back and find some things afterward that you could have done better, like usability. You can not anticipate some things until you start using an application and have been able to go in to make some improvements.
- The SPORTS system is very user friendly.
- I have seen some changes in the applications. They are getting better.
- I love the new Budget/Expenditure browse application! I like the faster real-time information. It is helpful for managers to make decisions and it is easy to use.
- IT is going in the right direction with the web-based applications.
- I like the web based applications.
- The systems that I have used have been thoroughly analyzed, developed, and are easy to use. Lately, I have been using the web-based forms. They are put together well and are easy to use.
- Risk Management is very easy to use. It is very straightforward.

Application Development – Problem Resolution

- I deal primarily with the Applications Development staff and I get a good response.
- For the most part, people are very responsive and fix problems in applications as quickly as possible.
- The developer has been very responsive.
- The developers have already fixed a problem that was reported this morning. Very quick response.
- Most problems with in-house applications have been resolved in a timely manner.
- Applications Development has done a great job of fixing problems. They are fantastic.

- With Risk Management, when we have found a problem, IT has been good about fixing it. There is a real diligence and desire to get it right. Bringing people together to fix it.

Application Development – Enhancement Requests

- It is remarkable that we are still able to utilize such an old Accounting System. Our office is very satisfied. I try to advocate cooperation. It is hard to think that we could get anything better than what we have now. It is hard to justify spending \$15 Million for the SAP system.
- The developers have been good about adding a field because of legislative changes where we needed to collect more data.
- I have asked for features during IRC meetings and, soon afterward, it would be incorporated.

Internet Page/Applications

- Very positive response to Internet page requests. I like the periodic review of the pages. Our Internet site is a very important communications tool.
- The web team has been very responsive.
- On the Internet site, things are changed within 10 minutes after I send a request. Quick response.
- The new Planning pages on the Internet are very good.
- Procurement is very happy with their solicitation application on the Internet.
- The web staff was real helpful with their application and pages for the Internet.
- The consultant that I work with sees problems through and keeps me apprised of the status of updates.
- Very responsive now. For a while there, it seemed like the committee delayed information going out to the Internet. Our IRC calls the Web team now, and it is posted immediately.
- The Web staff has always been very professional and good to work with. Very responsive. They have made a lot of good suggestions.

- The Web team has always gone above and beyond to help me with developing pages. I really appreciate it.
- The Web staff is wonderful! They have done a terrific job with the Internet pages. I am constantly amazed at their technical and creative skills. They have made a lot of good suggestions.

Moves, Adds and Changes

- There was very little downtime during their move. We received an immediate response to problems.
- Their move went smoothly. It was good planning.
- The scheduled move changed at the last minute. There was very little downtime.
- When we moved, the Systems technicians were outstanding in getting us back up and working.
- We have received good service from the Network staff. They have done work for us and it has always worked out. Recently, they put a drop into our conference room.
- I have moved so many times. IT was where they needed to be at the right time every time. People stayed late to help me get set up.
- Network Services always works well with me in relocating network drops.
- The response for moves has always been good, particularly the network services staff.
- IT made sure that I was satisfied with the move. I was very impressed.
- When we were moving, the service was excellent. The IT staff was very energetic. They successfully moved the whole office from various locations. It was very smooth.
- Their move went like clockwork. Excellent. Smooth as could be. My staff worked with IT on the location of phones, PCs, and printers. The downtime was minimal.

Audio Visual Assistance

- For our conference, the web page and registration application was very good.

- The IT assistance provided at the conference was excellent.
- On the conference assistance, everyone has been very good. IT has always been very helpful on registration databases, conference pages and AV assistance.
- The assistance with conferences and presentations is a 10! It is outstanding. I have received loads of comments from participants about how smoothly the information technology and audio visual aspects of the conference operated. I think it is due to good advanced planning and hard work.
- We have been working with the web team on a website and registration for an upcoming AASHTO Conference. They have provided excellent service.

Project Management

- The IT Project Manager has been the liaison on the VTE project. He has been very helpful.
- The Project Manager and Agency CIO stayed right behind the vendor to get issues resolved.
- IT has done a good job of coordinating with outside consultants.

Negative Comments

Overall Support

- There seems to be a lack of communication. *[There was more than one complaint about this]*
- Some areas are more customer-friendly and receptive than other areas.
- The quality of service depends on who you are dealing with.
- Some employees are not receptive to suggestions for improvement.
- Sometimes, a ticket is closed out by IT Services and the work isn't really complete.
- In the past, IT told us "no" when we would ask for things and we knew other agencies were doing it.
- Some people weren't willing to put forth the extra effort to make changes.
- The cooperation is not very satisfactory or user friendly.
- There is not a clear path to get work accomplished. If you ask for something to be done, the results depend on who you ask.
- One of my staff asked for a flat screen monitor and it was denied by IT. That person has limited space and it was justifiable. I had to talk to the Agency CIO to get it approved. Yet, there were other people, including IT that had this equipment. It goes back to the guidelines and policies.
- IT Services is currently divided into several groups, i.e. Applications, Hardware, Network Services, etc. As a customer, when I have an IT problem, I don't know whether it is a hardware problem, software problem, or network problem. On numerous occasions, we have initiated a service ticket through the Help Desk. This Help Ticket led to a IT person coming to assist. On several occasions, this IT person has ended their visit by informing us that our problem was with another part of the IT Services, which results in the initiation of another Help Desk request.
- Often times, my experience has been very poor customer service and unprofessional.
- Security is an issue. It is inconsistent.

- Overall, I feel that IT Services (IT) is very much on top of things and highly efficient in getting things done - on their terms. There's a saying that I've heard used in some circles - "Don't mess with IT." I'm not exactly sure where this came from, but I try to formulate my own opinions and not pre-judge whenever possible. It's been my experience that, when dealing with IT, I feel more like the servant than the customer. It's almost as if I'm catering to them, as opposed to the other way around.

Courtesy and Professionalism

- Occasionally, I have encountered an individual or two with a condescending attitude.
- On some tickets, we don't get notification that the work was completed.
- I left messages, but no one has returned my call.
- There will always be a few that cause problems.
- The lack of courtesy and professionalism by some people remind me of the Saturday Night Live computer skit.
- Certain individuals are very courteous and very professional. Then, there are others who are not.
- No one called me back after I submitted a request. I called the Help Desk again a few days later. Finally, a technician came up and said to call if it happened again. I contacted the technician directly when it happened, but never heard back about it.
- One NTS user account took a week. I called twice. It was done, but no one called to tell me.
- One of the managers can rub people the wrong way.
- I get along fine with everyone except for one of the managers because that person is too abrupt.
- One of the IT managers is disrespectful to me.
- I have bumped heads with one of the technicians.
- I have had conflicts with one person about printer issues.
- The developer got very defensive when I brought up several issues with the application.

- Some forms were deleted in Delrina and no one told them until we called IT.

Help Desk Support

- With the Help Desk response, it depends on who you get.
- The Help Desk occasionally is not informed enough to know what I'm talking about.
- When I call the Help Desk, I need help right then, not 2 hours later.
- The Help Desk tells our users that they can't help them and to call their IRC. The users get frustrated by this runaround.
- If there is anything lacking, it is that the assignments aren't always tied to the employees with the most expertise. It took three people lately to fix a problem in Outlook.
- The support I got through the Help Desk left a lot to be desired. A technician told me later not to call the Help Desk and to call the technicians directly.
- I am not crazy about the Help Desk. I am used to contacting people directly and not accustomed to putting in a ticket.
- The only issue that I have had is that, for a while there, no one really understood the Dell PDA.
- With the phones, it is out of IT's jurisdiction. I would like to see the timeframe shortened for service.
- There are no uniform standards for who gets cellular phones, smart phones, or PDAs.
- On cellular, going through IT Services delays the process.
- On the cellular, I don't see the updates to the custodial information on a timely basis.

Software Support

- I have had a lot of problems with pop-up ads and junk mail.
- Too many unsolicited emails from "dangerous sources" that I delete automatically, this includes phishing situations which I recognize.

- I experienced various software failures that took days to get resolved.
- I was told several months ago that I could burn a CD, but I still can't do it.
- Reformatting the hard drive and reloading is the easy way out for resolving software issues.
- Every time IT reconfigures a PC, the resources move. The users have to remap resources. IT needs better coordination so it doesn't create problems with consistency. If PCs would be configured properly and settings saved for the users, then a lot of response would be unnecessary. *[There were several similar complaints about this issue.]*
- Some e-mails have been blocked. Some of the messages that were sent were important, but I did not know they had been sent until the other person called me.
- In order to add new printers to the network, I have to contact IT Services.
- The print queue needs to be reset by IT. We have to call them. This needs to be simplified. *[This was from a HQ IRC; several other IRCs from HQ and Districts complained about this.]*
- There are problems with Surf Control even though it was a work related site. I called the Agency CIO and got it resolved. *[Several other users reported similar complaints. Another user complained about not being able to access a gun website as well as the lottery website.]*
- I, as a user, have no ability to configure features within McAfee. I cannot confirm that updates have been installed or that the program is working properly. Many viruses cannot be removed by this program. Without administrator control, this program is useless to me. Recently I had a virus on my machine. The results of the help desk ticket said "ran Spybot". Heck, I can do that. My machine remains infected and I have decided to live with this Trojan/browser hijacker attack daily instead of asking for any additional "help". Thank you for the opportunity to comment on this survey.

Printer Problems

- I have had some issues with printers. Sometimes the resolution takes longer than I think it should.
- The printers on the other side of their office have problems.

- The color printer in our office has multiple problems. It jams often. It uses a lot of toner.
- One printer has issues with toner cartridges that took a while to resolve.
- A central printer, it was constantly broken, jammed, etc. It took several months for this to get resolved. People were frustrated because they couldn't print their work. Eventually, it was replaced. There were many derogatory statements about IT during this timeframe.
- When IT started ordering toner centrally, it was a problem at first. One of the technicians tried to take away their supplies.

Hardware Support

- *No complaints reported.*

Borrowing Equipment

- When I have borrowed equipment, I have to fill out a form. It doesn't list any restrictions. I found out afterward that our request exceeded the maximum check out time. It is a silly system.
- I have borrowed equipment for meetings. No one told me that it had to be configured a certain way and they could not print name badges at a conference. They had to write them by hand.
- I had a couple of problems with borrowing equipment. Several staff members have mentioned rude behavior by one particular person who set equipment up for them. I also did not get a laptop that was requested for an out of town trip.
- IT Services does not have a clear procedure for checking out equipment, such as notebooks, printers or projectors.

Training Courses

- Pivot tables were never covered in the Excel class, even though I was led to believe it would be.

- In one course, the instructor read from the manual.
- In years past, IT put software out without adequate training, but this has improved. Sometimes the folks in HQ think that 3 hours of training will make someone proficient. The field is not as computer literate as HQ personnel.
- HR Suite class was not in-depth enough. *[Another user reported a similar complaint.]*

Individual Training

- I frequently get overloaded with e-mail messages. Sometimes, I am not comfortable with deleting them. I did not know for a long time about saving them to a personal folder. *[Another user reported a similar complaint.]*

Network Response Time

- With dial-in from home, I don't have access to broadband services and I have to try multiple times before I can get in. *[Another user reported a similar complaint.]*
- He experienced a problem with dialing long distance into the network from a conference.
- During peak times, after 4:00 or during payroll, we experience slower network response time. *[Another user reported a similar complaint.]*
- The network performance varies day to day. Sometimes it's fine and other times it's sluggish.
- Network response time on Fridays is bad.
- In the District, the response is good. In the counties, the response time has been slower and sometimes takes forever to get fixed.

CADD Support

- *No complaints reported.*

Application Development – Understanding Needs

- The District IRCs should have more input on the Help Desk system.
- There is a big variance. Some analysts do well. Others should never interact with users.
- EORS is easier to use now, but it was a real fight to get it that way.

Application Development – Ease of Use

- The mainframe applications are not user friendly. The web-based applications and interfaces are better.
- I don't like SPORTS. I have to re-learn it every time by pulling out my notes. I like the Windows and Web-based applications better.
- I am not a PPMS advocate. We are planning to change to a different system. PPMS does a lot of stuff, but it is difficult to maneuver the screens. I am not a mainframe person. I prefer the Windows driven applications.
- In the web-based forms, the forms are hard to find.
- Some of the web-based forms can be frustrating to use.
- With EORS, they tried to get it to do too much. It's a little unwieldy. I don't use it much because it is slow and cumbersome.
- It takes an act of Congress to print an organizational chart in the new application.
- HR Suite is NOT user-friendly or functional. It is not necessarily the fault of IT. HR people have to take responsibility for it too. *[Several complaints were reported about HR Suite not being very user friendly and some of the HR forms are missing from it.]*

Application Development – Problem Resolution

- The IT staff needs to test applications more thoroughly before giving them to the users.

- They could do a better job of testing on their end.
- There are lots of features that need to be added to the applications. It depends on who they are dealing with.
- It was a knock down, drag out with the developer about fixing the application.
- The mainframe applications are not user friendly. They have an old look. The Windows applications are more user friendly. For example, why do users have to use the Ctrl key in Entire instead of Enter?
- Application development problems don't always get resolved. It depends on who is the programmer. Some programmers are more customer-driven.
- Development takes place here and the response time is good, but this is not the case in the field.
- We don't like HR Suite. The security is weak. Social security numbers are too available.
- There are issues with the web-based forms. They can't use them because the forms come up blank.
- The issues with web-based forms have been ongoing for months. I get complaints about it daily.
- The web-based forms don't work right and don't save the data sometimes.
- In SPORTS, constantly having to re-enter codes is labor intensive.
- In my past experience, some SPORTS issues were a little lagging in getting fixed.
- I am frustrated with a problem in HMMS that hasn't been resolved. It appears to be an update database problem. It can't be that hard to fix. It is the programmer's job to test an application before they send it out. IT has to fix it, or they can't use that module.

Application Development – Enhancement Requests

- There are many requests for enhancements down there. Sometimes I wonder what happens to some of those. Requests may get trumped too often. I want to know the status of these requests.
- The problem is that there is not enough staff in IT. The developers can't get to requests because they are working on so many other projects.

Internet Page/Applications

- The response to requests for Internet pages is somewhat of a problem.
- We have had problems with the Snow and Ice application. The development has dragged out. I think there hasn't been much emphasis on this application. Until we have a storm, we can't really test it out. If it was an application that was used everyday, things would be different.
- Web Development's focus toward Intranet applications and focus toward serving SCDOT personnel. From what I understand, Web Development only works on Internet pages and "special" projects. Departments such as Road Design and Maintenance are hiring web designers because Web Development does not create intranet pages. Sites such as "Project Web" and Construction's "Card File" are an integral part of many employees' jobs, but are not maintained or supported by IT. This is poor customer service and an inefficient use of our resources.

Moves, Adds and Changes

- IT helped me move to another office. They left the canisters on the floor in my office. These need to be removed before someone gets hurt.
- The recent moves did not go well. It was not well coordinated and it was delayed. Also, someone tore up one of the tiles in my ceiling when they came to work on the move.

Project Management

- Most of their problems are with the EDMS system. We know what the plan is for the system. A lot of fixes haven't been put into place yet.

Suggested Changes to Improve Service

Overall Support

- Remember that SCDOT is in the business of maintaining and building highways, not building and maintaining computer networks. Serve your customers.
- Communicate, communicate, and communicate!
- Less time in their cubicles and more time interacting with other offices and staff. We only see them when there is a problem.
- Be more open to ideas from others. My office is very technical, and we have usually done our research when we ask for things. We should not have to justify requests so much.
- The District IRCs have more authority to buy items on the Procurement Card than the IRCs at Headquarters. IT needs to publish standards about what can be purchased and then grant more authority for small purchases.
- Communication. The IRCs should be notified prior to an application being implemented. Sometimes a user will call the IRC and ask a question about an application that the IRC has never heard about.
- Prior to budget time, it would be helpful to have an informal discussion with the office about what their needs may be and what technology is available. We do not know what to ask for in terms of hardware and software. Spend more time talking with users about their needs.
- I think IT should operate as one support group with internal areas being invisible to the customer.
- Make sure that the staff that is communicating with the users is aware of the criteria for hardware, software, and services. Everyone should be telling the same story. Consistency in communications.
- I have heard that there are hardware items available that are offered to certain people in advance. The Senior Staff should be the first ones to find out about the new hardware, software, or services. They should decide who gets it.
- Improve system and application security.

- Update the IT End User Policies and Standards on the Intranet.
- IT needs more staff. I don't want that to reflect negatively back on IT. I can see that the staff has more work than they can handle.
- Hire more staff to increase speed of response to requests (e.g. large tasks, etc.)
- As part of Traffic Engineering moves to a 24 X 7 operation, there may need to be IT staff here during those hours too.

Courtesy and Professionalism

- I strongly feel that if IT treated the employees whom they serve more like customers, their reputation would greatly improve.
- Positive attitudes go a long way toward resolving problems and building good relationships.
- IT needs better coordination and communication with other offices.
- Give the IRCs ample notice before a new system is put out. Fair warning!
- At times, they work on a system and we are not informed. Send up the flag to let us know.
- It would be nice if the IT staff gave a courtesy call before they went to the user's office to find out when would be good time to come help them. It's rude to just show up without calling.
- It would have helped me to know when the technician would come on several occasions. Sometimes when they come up, I was gone or right in the middle of a meeting, phone call, or project.
- If you know a user is having problems, don't wait for them to call before you offer assistance.
- Better planning issuing documents to Procurement so all documents won't arrive in a rush status.

Help Desk Support

- It is a good idea to increase the first level support for the users.
- The key to the Help Desk is the response time.

- Help Desk should continue to be as helpful to the users as possible.
- Help Desk needs to be given priority. Rather than give a response to the user “I’ll write a ticket,” give them a list of troubleshooting questions to help identify and resolve issues. The staff needs to go to a troubleshooting course.
- Intranet Help Desk System: Would easily allow you to type in a help ticket on the Intranet, with drops downs and radio buttons for common problems. A better organization of the SCDOT Intranet main navigation: Organize content better, implement help features/system, incorporate laptop checkout on main navigation, possibly add employee leave balance so employees could view their annual and sick leave balance, create a page with IT staff phone numbers and emails for each area of IT Services for customer service benefits - could be incorporated in the help system, place bar codes on laptops instead of just a number so laptops when lost can easily be scanned and the system will retrieve owner - this would also benefit of checking in and checking out laptops.
- I am in complete disbelief that IT doesn’t have its own web presence. I would like to see a page where I can put a name and a face together. If anyone should do it, it should be IT. It took me a year to learn what I need to know. The page should say “Welcome new employee, here is how IT Services can help you.” Even the Help Desk people aren’t sure who handles particular issues. I know why IT doesn’t put the pictures of the staff and their phone numbers on the Intranet, because then the users would call the IT technicians directly.
- Why don’t we have a web site that shows who the users are talking to and the services that IT offers? Of all offices, IT should have a great web site with information for the users and the technical staff in other offices. It took me a year to figure out how IT was set up and how things operated.
- I think allowing users the ability/option to create their own help tickets may improve the problem descriptions and save time.
- I would like to see a Help Desk system that is web-based rather than making phone calls to the Help Desk. There would be more instant communications. This would be very helpful.

- Maybe an FAQ page to where individuals can try and troubleshoot problems before having to call IT.
- All offices could use this ... maybe an Intranet web page that talks about the services, where to go to solve certain problems, and a Frequently Asked Questions section to help with common issues.
- IT should communicate some of their changes on our Intranet site, such as what is coming up in terms of software upgrades (e.g. upgrade to XP and Office 2003) or other plans so the users will know what to expect. IT doesn't even have an Intranet page.
- It would be nice to have a window in which to expect the appropriate IT personnel to arrive for help.
- From the help desk, give an approximate time of response and who is expected to handle the call.
- To communicate back to the person making the request so they will know the status.
- IT should let people know what to expect in terms of turnaround.
- When a ticket is closed out, make sure that it truly is completed.
- Problems get taken care of, but we don't get notification back about it. There needs to be better communications with the users. I would like to know the status of my requests.
- Sometimes tickets are assigned to my group for requests on applications that we do not have access to, such as Risk Management or Contract Bid Estimate System.
- Specify what groups handle what areas of software applications, so there is no confusion about who to assign a ticket to.
- I don't have a problem with the Help Desk recording an issue and forwarding it to another technician to resolve. The Help Desk should assess whether an issue requires an immediate response.
- It goes back to the DP11 issue. It would be nice to know where my request is in the hopper. I would like to be able to look online and see the status. Some feedback would be good.
- It would be helpful if we could talk to someone directly before putting in a ticket for service. Often talking with someone for just a few minutes could solve minor software problems, but putting in a ticket when we are in the middle of something can cost us major delays. Obviously for major issues or hardware problems, a ticket should be entered.

- I want to know who is in charge of what programs. Maybe something is not worthy of a Help Desk ticket. Sometimes I just want to talk with the technicians or developers.
- On the cellular service, we should provide users with an orientation on the features of the cell phones, such as creating a voice mail message. Perhaps, there is online training available.
- There needs to be more standard policies on the issuance of cell phones, Smart phones, PDAs, etc.
- Loaner cell phones for out of state travel to reduce phone call travel expense charges.
- IT needs to provide better explanations about the cellular plans to employees.
- Help Desk and Telephone services are all very responsive. Just some fine tweaking would be helpful.

Software Support

- I would like to have the ability to add printers and reset queues myself rather than rely upon IT.
- IT needs to notify users if an e-mail is blocked so they can make other arrangements to get the file. I was waiting for an e-mail from Geopak with a fix for a software problem. It was a .Zip file. I never received it so I called Geopak about it. The representative had sent it 3 weeks earlier and had assumed that I had received it. It had been blocked at our site. I understand that we have to block many files in order to protect the network. I was finally able to get the file through FTP.
- When they update the computers, it would be great if they would send out a notification and/or a fix so it wouldn't overwrite settings in Internet Explorer or other software.
- When using DOT e-mail from home, I would like to be able to access DOT contacts list. I don't always remember the e-mail addresses of employees.
- The Surf Control for the Internet could be better. Some of the restrictions aren't always clear.
- I would like IT to transfer files for the employee's when installing new hard drives so no existing data will be lost. Most employees do not understand all the meanings of copying files or drives.
- Allow the user to defrag and disk clean-up their own PC.
- Better blocking of unwanted junk emails.

Printer Problems

- Better preventive maintenance on printers to minimize downtime.
- We need to standardize on the peripherals, such as printers – similar to the way we have with PCs.

Hardware Support

- IT needs to coordinate computer equipment replacements or upgrades with the receiving office.
- Configure systems differently to accommodate the needs of various users based on their need to use various software programs. One size does NOT always fit all.

Borrowing Equipment

- IT needs a better process for equipment check out. Users should not give out their password on the form. Also, IT needs to tell users to login before traveling with a notebook so that the user will be able to login remotely.
- Better procedures for borrowing equipment. It is not clear which area handles this.
- Provide more assistance with setting up and operating equipment. Give the user instructions on how to operate it and have an IT person is available to help them at least for the first few minutes.

Training Courses

- Offer more hands on training.
- Conduct training needs assessment. Possibly provide additional training courses.
- Microsoft Office applications (Word, Excel, Access, etc.) classes could be offered more frequently.

Individual Training

- It would be helpful to have cheat sheets with answers to the most frequently asked questions.

- I would like to see IT Services support Microsoft Access applications. This is a product that is available to everyone and is relatively easy to use. Many DOT offices may be able to meet their needs with this database program instead of having IT develop some elaborate application that only IT can modify.

Network Response Time

- Wireless connectivity in Headquarters (given that security is maintained).
- Make the network connection faster (much faster) at satellite office locations.

CADD Support

- *No suggestions reported.*

Application Development – Understanding Needs

- The agency needs to be more efficient with technology. There are too many stovepipe systems that don't feed into each other.
- A online time-sheet management system. I have seen similar systems that have employees enter their hours and then send the report for "approval." The approval message and hours are stored and an email is sent to the employee's direct supervisor informing them of the request for approval. Once the supervisor signs off on the employee's hours, the hours are automatically entered into payroll.
- I hope that IT Services will become more receptive to participation in joint development of applications with other state highway agencies. These applications were initially resisted by IT Services, but are now successfully implemented in SCDOT and many other state DOTs. These applications are beginning to take the next steps to upgrade to web-based architecture. This effort will benefit from wide involvement from both technical and business practice experts from all states.

Application Development – Ease of Use

- We need to place greater focus on new technologies, leading edge software applications and technology, web- and Windows-based application development and move away from mainframe. While the mainframe is certainly a good "storage" tank, it is a dinosaur in terms of operations, options, and ease of use.
- There are some things that IT could do to enhance service for our average users. There are an increasing number of web-based applications and they use different settings. If IT is not going to have the applications automatically adjust the settings, then they should at least put a document out there listing the settings for various applications. I worked up a document and gave it to one of the application development managers already.
- Make it easier to find and use the web-based forms.
- Standardization or consolidation of passwords for different applications.

Application Development – Problem Resolution

- To be more supportive when users contact IT with issues. I have to prove to the developer that the problem is occurring. Do more research and analytical studies to make sure the application is working properly. Many problems could have been avoided.
- On applications, let the developer use it in the actual conditions. This would help a lot.
- Ensure that project stakeholders of information systems are provided with detail about resolutions of problems with their applications.
- Improve in the data extraction capabilities of some applications (i.e. SWIPS & SPORTS).

Application Development – Enhancement Requests

- Make PPMS able to be accessed through the Internet like e-mail has been.

Internet Page/Applications

- If the managers knew in advance when their Internet pages were due, then they could put it on the EPMS planning for their employees. Communication issue.
- We, as an agency, need to better integrate with other agencies voluntarily and make the outside website more user friendly for people who do not know or understand the agency structure. There needs to be related links to other agencies that are not transportation related (such as census, USGS, SC DNR's GIS data site, etc.).

Project Management

- Our office needs to get back on schedule with EDMS. Give us a plan. Tell us what it is.